

PLANNING AHEAD

Notes for the Planning and Policy
Community



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A Note from the Leader of the Planning Community of Practice

In the post Hurricane Katrina and Rita phase, we are just now getting back to planning and policy at the Headquarters level. This is one of the largest natural disasters in our history, and has brought a tremendous amount of focus to the issue of planning. National groups (with people from academia, industry, etc) join us in figuring out what the next steps should be in planning the future for the Gulf region and in revisiting national storm and flood control policy in general. No one knows exactly what direction we are moving towards, but significant efforts are being undertaken to develop solutions. At the end of the day, the goal is to plan and implement the way ahead according to direction given by Congress and the Administration. The work done to address the planning issues as a result of hurricane Katrina will prove to be a major milestone in the history of flood control policy. Whatever direction we take, the Corps will encourage integrated, holistic, and systems-based solutions. So stay tuned...

In May, *Planning Ahead* reported on five new Engineering Circulars (ECs) issued by Planning, one of them being EC-1105-406, District Engineers Presentation of Final Decision Documents for Projects Requiring Specific Authorization. Implementation of this new EC has begun, and district and division commanders have been presenting their final reports to a new Civil Works Review Board in four sessions over the last month. A total of nine presentations have taken place. I really feel we are off to a terrific start. The CW Review Board is asking tough questions and bringing awareness throughout the command about the planning process, the decision documents, and the recommendations themselves. The forum offers a unique opportunity to get all of the principal partners simultaneously engaged in discussions about the proposed projects and the path forward. The process also emphasizes After Action Reports and lessons learned to continue to inform the process in our Learning Organization. I recommend that all Corps district and division offices take advantage of the collective learning experience (CWRB is broadcast on VTC), and use this as a leverage in raising the bar for doing things right.

A major priority for me and the planning and policy community is making the best use of our planning capabilities and resources nationwide. In order to do all that we have to do as an agency (e.g. large efforts such as the Everglades project and forthcoming work in restoring the Gulf of Mexico region), we must access the expertise wherever it resides – including division offices and in our Regional Technical Specialist programs. There are a number of initiatives and proposals around the Corps that we are watching, and I am committed to figuring this out. The benefit in doing so is that we are establishing national capability and expertise, and flexibility to be more responsive to planning, review, and report processing needs around the Corps.

Once again, congratulations to the Planning Associates Class of 2005! Job well done!

Lastly, I wish all a very Happy Thanksgiving, especially those who are deployed or may have loved ones that are deployed. Last year I was in Iraq during Thanksgiving so I know what it means to appreciate and truly be thankful for family during the holidays.

Tom Waters , Planning CoP leader

Featured Articles

No featured articles this month.

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CULTURAL RESOURCES

Advisory Council to Revise Policy on Treatment of Human Remains and Grave Goods

In 1988 the Advisory Council on Historic Preservation issued its "Policy Statement Regarding the Treatment of Human Remains and Grave Goods." The purpose of the policy, then as now, is to encourage consideration of, what are now generally referred to as human remains and funerary objects, within the context of the decision-making matrix developed in response to Section 106 of the National Historic Preservation Act.

The Council has determined that it is appropriate now to revisit the language, structure and guidance of the 1988 Policy Statement, "to assert its leadership in historic preservation for the Federal Government and for parties affected by the Section 106 process." (*Federal Register*, 70:169, 1 Sep 05) The Council notes that there are two broad, and sometimes, competing interests in the treatment of human remains and funerary objects: those who believe they can provide information about the past when studied by qualified specialists and those who believe these remains and objects should be reburied immediately and without scientific analysis. By reviewing and revising the current policy, the Council intends to seek "to balance the public interest in the desire to treat human remains in a respectful and sensitive manner, while recognizing the public interest in knowing its collective past." (*Federal Register*, 70:169, 1 Sep 05)

The Council's Task Force on Archeology has begun the process of preparing the new guidance with the issuance of Working Principles, designed to guide and shape the creation of the new narrative. There are six principles in all, with supporting assertions and recommendations. The full text of the Principles, as well as the 1988 Policy Statement can be viewed in the "Notices" section of the Federal Register issue cited above. A draft of the new policy will be issued by the Council when it is available for review and comment.

Executive Order on Real Property Management Will Create New Alliances

Almost everyone in the preservation community is familiar with Executive Order 13287, "Preserve America." Preserve America promotes leadership in preserving the Nation's heritage by protection, enhancement and economic development of historic properties in Federal ownership. Now, however, preservation specialists in the Corps will need to become very familiar with Executive Order 13327, "*Federal Real Property Asset Management*." It contains specific requirements to promote the efficient and effective management of Federal real property, including historic properties. Agencies are required to establish accountable individuals and councils, develop performance measures and create and maintain comprehensive real property databases.

A Federal Real Property Council has been formed to implement the requirements of Executive Order 13327 and issued guidance on historic property data that is to be collected. For the data collection item entitled "Historic Status," there are six potential categories to which **all owned or leased Corps lands (parcels), buildings and structures must be assigned, as follows:** (1) National Historic Landmark (NHL); (2) National Register Listed (NRL); (3) National Register Eligible (NRE); (4) Non-contributing element of an NHL/NRL District; (5) Not Evaluated; and, (6) Evaluated, Not Historic.

The first Executive Order 13327 Real Property Inventory Report is due 15 December 2005. For this first report, all known, Corps administered buildings and structures that are 45 years old or older will be designated "National Register Eligible," with all remaining land, buildings and structures being designated "Not Evaluated." In the near future, historic preservation/cultural resources specialists in Corps Commands will be asked to begin the process of consulting and teaming with Real Property and Operations specialists to develop the information and management needs to comply with the Executive Order. We are advised that ultimately, a parcel by parcel review of all Corps administered lands will be required to determine the "Historic Status" of all sites, buildings and structures.

Corps Archeologist a Finalist in the Prestigious "Service to America" Competition

Mr. John Schelburg, Archeologist in the Corps Albuquerque District, was a finalist in the 2005 Service to America Medal Competition in the category of Career Achievement. The Service to America Medal Competition is a nationally known program administered by the organization responsible for publishing "Government Executive." In the Career Achievement category, John was competing with a Deputy Assistant Secretary in the Department of the Treasury; the Deputy Chief of

Mission, Baghdad, Department of State; and a Deputy Assistant Administrator for the U.S. Agency for International Development.

John has been a superior public servant for three decades, first with the National Park Service in the Southwest and then with the Corps in Albuquerque. He has provided a range of cultural resource services to a broad client list, including military services and Indian tribes. John has also found time to lecture, mentor young professionals and write for professional journals and periodicals. He has set a standard of excellence that is truly enviable and certainly merits the prestige of success in the Service to America Medal Competition. Our compliments and thanks go out to John for his years of dedicated service and record of achievement.

PLANNING CENTERS OF EXPERTISE

Economic Guidance for fiscal year 2006

The Federal interest rates for use in Corps activities for fiscal year 2006 have been received from the U.S. Treasury. These rates are:

- Project Evaluation and Formulation Rate (Discount Rate): 5-1/8 % (as limited to ¼% rate change).
- Water Supply Act of 1958, section 301 (b): 7.892 %.
- Water Supply Act of 1958, as amended by section 932 of WRDA 86: 5-1/8 %.
- Hydropower: 4-5/8 %

These rates can be found at the Department of the Treasury website: <http://www.publicdebt.treas.gov/opd/opdirarmy.htm>

The data to use for Current Normalized Prices can be found at the Department of Agriculture website: <http://www.ers.usda.gov/data/NormalizedPrices/>. These data are used in the economic evaluation of Corps of Engineers projects affecting agriculture. The effect of normalizing is to smooth out short term price variability.

The Unit Day Values for Recreation vary from \$3.19 to \$9.57 for General Recreation and from \$12.96 to \$37.88 for Specialized Recreation.

The data for Ability to Pay (the Current State and County Income Index Data and the Current Eligibility Factor Formula) and the data for the National Flood Insurance Program will be made available as soon as possible.

All of this information will be posted as Economic Guidance Memorandums on the CECW-P homepage at: http://www.usace.army.mil/inet/functions/cw/cecw/General_guidance/guidance.htm

For additional information you may contact Ted Hillyer at: Theodore.M.Hillyer@usace.army.mil



Ralph Roza
Chief of Planning, Omaha District.

Ralph Roza, Chief of Planning, Omaha District

Ralph Roza is the Chief of Planning in the Omaha District. Here are some of Ralph's thoughts on his career, and advice for up-and-coming planners.

I thought I would be the last person anyone would ask for an article on career advancement since my career has developed within some significant constraints. But I suspect there are others who are working under similar or even more difficult constraints, so perhaps some will benefit from these thoughts.

When my wife and I decided to have children, we also decided we would not move from city to city as a means of career enhancement. Though not so much today, for many years I did hear that if you wanted to move up the chain

of command, you needed to be mobile; and that experience in many areas and in different cities was an important prerequisite for a higher level job.

One of the first jobs I had was a small project, flood protection, for a local community. Though small, the project had some complex formulation aspects to it and had a difficult history. Being both the project manager and the plan formulator and working with the excellent Corps team really helped me to get my feet on the ground from a Planning perspective. It also helped me understand that I really liked the type of work that was involved. I much preferred the job of leading the team, leading the formulation, and pulling it all together, to the more specific jobs of being the expert in one particular area. I do believe that you need to like what you do and to believe it has value.

Next, I was the Corps representative in a large basin study lead by the Missouri River Basin Commission staff. The big issue in the basin was irrigation. At the Basin Commission's public meetings, the meetings were split literally in half, with one side of the room filled with people in support and the other with people in opposition. I learned patience and I learned an appreciation for how many diverse perspectives there can be on a water resources proposal.

At this still-early point; one of the biggest boosts to my career came when I volunteered to lead a huge hydropower study. This led to the completion of a feasibility report recommending a \$1.5 billion project. The study was completed on time and within budget. I prepared and accompanied the District Commander when he presented the project to the Board of Engineers for Rivers and Harbors (BERH). [Editor's Note: BERH was a predecessor to the current Civil Works Review Board, CWRB]. The Division Engineer attended the briefing, and brought along his Chief of Planning. The report was approved, and the project was promptly authorized for construction. Though my focus at the time was on the project and its completion, that the project was never built turned out not to matter from a career development perspective. Energy demand had plummeted, and the Corps moved away from hydropower. But from the standpoint of career development, it was the visibility and credibility I achieved with the District's and Division's Chiefs of Planning and the District Commander that was important. I was promoted to GS-12 during this process.

It was not too much later that I became Chief of Special Studies in Planning, then Chief of Plan Formulation, and many years later, Chief of Planning Branch. The "many years later" is likely the penalty for not moving around more. For me, it was a price worth paying.

I always thought the training that was made available to me early on was excellent. I strongly recommend the courses that now make up the Planning Corps Curriculum. These courses, supplemented with some good management and leadership training, make up the bulk of training that I feel are really essential. Of the leadership courses I have taken, I think that Organizational Leadership for Executives (OLE) is excellent.

Because all individuals have unique strengths and are happiest and most effective when they are using those strengths, I encourage taking the Gallup StrengthsFinder, a web-based assessment instrument to help people identify their talents and discover how they can develop those talents into strengths. Successful leaders are learning the importance of building on strengths rather than trying to fix weaknesses.

You need to have some system of tracking the work that you need to do, something that will help you prioritize the work at hand and help assure that tasks others are expecting you to accomplish don't fall through the cracks. If you manage to use P2 to do this, you are a better person than I am! Of course you need to develop and maintain relationships, both internal and external. You just never know who will come to have a positive or negative impact on your career.

I certainly enjoy the projects and the people I work with everyday. In general, it has been most satisfying seeing projects move into and through construction, and the people that work them move ahead in the organization, in one way or another. I believe we provide an excellent and valuable service to the nation, and the results are worth the scrutiny that the projects receive and the patience it takes to make it happen.

To sum it up, get visible, do a really good job, and get trained. No order implied. I see people stepping up and doing this every day in the Omaha District. I know these people will succeed and will be the future leaders somewhere in this organization. If your objective is Chief of Planning, there are several ways to get there; mine was focused on Plan Formulation and Project Management. Whatever you choose to do, make sure you enjoy it!

PLANNING ASSOCIATES UPDATE

The final business line course for the 2005 Planning Associates brought the class to St. Louis in September for a study of Cultural Resources and Tribal Affairs. The course emphasized and illustrated the importance of the Corps' role as a steward of our Nation's cultural and tribal resources. St. Louis was an excellent location for the course because the area is remarkably rich in historic and significant archaeological sites. The class visited several such sites near St. Louis during one day of the course.

The sites visited by the Planning Associates were all in what is known as the American Bottom; the expansive floodplain below the confluences of the Mississippi, Missouri, and Illinois rivers. This area has an extensive history of Indian and early European settlement. The first stop of the trip was only about eight miles east of St. Louis at the Cahokia Mounds Historic Site. Cahokia was the most sophisticated prehistoric Indian civilization north of Mexico. It is a National Historic Landmark as well as a World Heritage Site. At its zenith around A.D. 1100, its population ranged up to 20,000 Mississippian era Indians. Monks Mound, the largest of more than 100 mounds in the area, was constructed with four terraces and is 100 feet high. One of the most interesting parts of the Cahokia site is "Woodhenge". Similar to Stonehenge, this is an area with insertion ramps for logs that form a sun calendar. Mound 72 on the Cahokia site is in alignment with the winter solstice line extended from Woodhenge. The dense fog at Cahokia on the morning of the Planning Associates' visit made it easy to picture tribal activities of the past there.

The Village of Cahokia is about ten miles southwest of the Cahokia Mounds. It is the first European settlement in the region and the oldest permanent settlement in the Mississippi River Valley. Here the Planning Associates stood where George



PAs and Gordon Yellowman at Modoc Rock

Rogers Clark counseled with Indians for peace during the American Revolution. They visited the Church of the Holy Family. Founded in 1699, it is the oldest church west of the Allegheny Mountains. The church's vertical log members of the exterior walls and its Normandy truss roof construction are distinctive characteristics of French Colonial architecture.

The class traveled south from the Village of Cahokia along roads that largely followed the road shown on a 1771 map of the area drawn by Thomas Hutchins. The area is now primarily farmland but hundreds of years ago it had been an oxbow of the Mississippi River. During the Great Flood of 1993, floodwater was about 20 feet deep there. The class stopped along this route at the Modoc Rock Shelter, a National Historic Landmark.

Indians began using this shelter formed in a sandstone bluff as early as 8,000 B.C. Archaeologists developed a system of projectile point classification here.

The Planning Associates crossed the Mississippi river by ferry at Little Rock Landing to arrive at St. Genevieve, Missouri. The village of St. Genevieve was settled in the late 1740s, but moved to its current location following catastrophic flooding in 1785. The town's National Historic Landmark District has the greatest collection of French Colonial structures in North America. The class ate lunch in the Old Brick House restaurant. Built in 1785, it is the oldest brick structure west of the Mississippi River and is the location of the first American court. The Planning Associates toured the Felix Valle and Bauvais-Amoureux houses in the historic district.

The Cultural Resources and Tribal Affairs course itself was held in a 111 year old National Historic Landmark, the St. Louis Union Station. A large stained glass window above the station's main entrance, called the "Allegorical Window", depicts three women who represent the main U.S. train stations of the 1890s -- New York, St. Louis and San Francisco. Another possible allegory is that of the Planning Associates class being composed of Corps planners from every region of the country, who were brought to a gateway at the end of almost a year of working together. Like Union Station, the present Planning Associates Program has been revitalized from that of the past in order to meet the nation's needs in the future.



Part of PA Class and the Allegorical Window

Following the Cultural Resources and Tribal Affairs course the Planning Associates class traveled to Washington D.C., presented recommendations resulting from their Critical Think Pieces (see last month's Planning Ahead article), and they graduated. At the graduation the class was addressed by MG Griffin, Tom Waters, and Steve Stockton, each with inspiring remarks. The prevailing themes of these were the importance of sound water resources planning capability and the exponential effect the Planning Associates Program has in improving that capability.



Gen. Griffin speaking to PA '05 Graduation class



Gen Griffin, Steve Stockon, and Tom Waters at PA '05 Graduation



Gen Griffin speaking to PA 05 Graduating class and others.



Harry Kitch giving the PA '05 class some parting words.



PA 05 Graduating Class

PLANNING CoP CALENDAR

Planning Ahead submission deadline.....third Friday of every month

Planning Advisory Board Meeting hosted by SWD.....January 2006

Planning CoP Conference.....9-11 May 2006

If you would like to post an item to the monthly calendar, please contact Monica Franklin at Monica.A.Franklin@usace.army.mil.

WANT TO CONTRIBUTE TO PLANNING AHEAD?

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more, and should be a MS Word document. We highly encourage you to send pictures to accompany your article.

The deadline for material for the next issue is: Friday, December 2, 2005.

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